



**CIO Recommendation to the Information Technology Investment Board
for
Project Development Approval**

Agency: Virginia Commonwealth University (VCU)

Project Title: Administrative Systems Replacement

Project Summary: VCU major administrative systems (finance, student, and human resources) utilize obsolete technology and do not provide the functionality necessary to remain competitive in the Higher Education market. Limitations of the current mainframe computing platform include: no real-time interoperability with other University external and operational systems (e-Learning/Course Management, Facilities Management, Job Applicant Management, eVA); no integrated, native Web interface for customer access to University services; no support of single user sign-on; limited connectivity to electronic communications and automated workflow tools. The Administrative Systems Replacement initiative will modernize the administrative application systems and infrastructure platform. An Enterprise Resource Planning (ERP) system for Higher Education, SCT Banner, has been selected for implementation and will be procured from an existing state contract. The following SCT Banner subsystems will be implemented: Financial, Human Resource, Student, and Reporting. The Development Subsystem (for alumni relationship management) is optional. Cost and time estimates for the Development Subsystem are included in the project proposal, charter, and supporting documentation. The mainframe hardware will be replaced with server/cluster platforms running UNIX and, where appropriate, Linux. Oracle is planned for the database implementation. Tangible benefits of \$17.11 million are anticipated from lower hardware costs, lower software/hardware support costs, business process improvements, and procurement savings. The estimated total project cost is \$11,357,000 and is included in the University budget. A portion of the project cost (\$2.9 million) will be financed from Auxiliary Enterprises and University Resource Reserve (non-general funds). The Education Oversight Committee reviewed the project proposal and charter on April 20, 2004 and recommended the project for development approval. The CIO granted Planning Approval through approval of the VCU IT Strategic Plan.

Evaluation Summary: *(A Detailed Balanced Scorecard Project Evaluation is attached.)*

| Criteria | Summary | Score |
|------------------------------|---|---|
| Stakeholder Perspective | The proposed system will provide self-service access and business process support to faculty, students, and staff. The system will improve workflow for major administrative and academic areas, increase efficiency through integration of major functions within the University and provide internet-based access to University services for VCU constituents. |  |
| Business Process Perspective | The proposed solution is implementation of an Enterprise Resource Planning (ERP) system which will facilitate information sharing between organizational units directly using the ERP system and provide enhanced interoperability with other University external and operating systems such as eVA, e-Learning and Course Management, Web-based instruction systems, and a Web-based job application system. Procurement savings of \$5.5 million through improved usage of eVA and \$2.85 million in savings from process efficiencies are anticipated. |  |

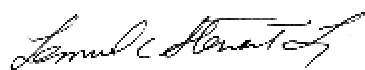
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|------------------------------------|--|----------|
| Project Management Perspective | A sound business case is presented in the project documentation. Scope, schedule, and budget baselines are adequately established. The project has executive-level sponsorship from the Senior Vice-President for Finance and Administration and was recommended for development approval by the Education Secretariat Oversight Committee on April 20, 2004. However, the appointed project manager has not completed the Commonwealth Project Manager Qualification. The project manager is scheduled to complete testing and qualification on May 4, 2004. Funding for the project will not be assured until the FY05-06 budget is finalized by the General Assembly. | R |
| Financial and Economic Perspective | The cost/benefit analysis documents a positive return on investment in both real and nominal terms. | G |
| Enterprise Portfolio Perspective | Institutions of Higher Education are out-of-scope for the VITA infrastructure consolidation. However, within the Higher Education community, the following collaboration opportunities are planned for institutions implementing SCT Banner: joint training sessions, inter-institutional consulting, and access to development systems for initial production familiarization and training. Review of the project documentation indicates compliance with the Commonwealth Enterprise Architecture. | G |

The CIO grants a waiver of the Project Manager Selection and Training Standard until May 28, 2004, to Virginia Commonwealth University for the Administrative Systems Replacement.

CIO Recommendation: that the ITIB grants Development Approval for the VCU Administrative Systems Replacement Project and authorizes the Chairman of the ITIB to approve the project charter on behalf of the Board with the following contingencies:

The Project Manager (PM) must complete the Commonwealth Project Manager Qualification requirements for Major IT Projects by May 28, 2004. If the PM is unable to complete the qualification requirements by the specified date, VCU must submit the name of a qualified replacement PM to the CIO for approval by May 28, 2004. If VCU is unable to appoint a qualified replacement PM by the specified date, the project will be suspended until such time as a qualified PM is appointed by VCU and approved by the CIO.

VCU may not make any additional expenditure for the Administrative Systems Replacement Project until the CIO is notified that funding for the project is secured after approval of the Commonwealth FY05-06 Budget.



Lemuel C. Stewart, Jr.
CIO of the Commonwealth

Date: April 30, 2004